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OIA-2024-5092

19 August 2024

[REDACTED]
[REDACTED]@myvuw.ac.nz

Dear [REDACTED]

I refer to your email of 22 July 2024 requesting, under the Official Information Act 1982 (OIA), the following information:

I'm hoping that you can provide me with information about the religious composition of the NZDF, to use as a small case study contributing to my broader research. Specifically, I'm looking for the following: Across the NZDF, what are the religious denominations present (however these denominations are recorded, including atheist / no religion stated as part of this); how many individuals of each denomination are there in the NZDF?; what is the average attrition rate of religious and non-religious individuals in the NZDF, i.e. how long on average do individuals in these categories stay within the NZDF?; what are the average attrition rates across these denominations?; what are the denominations across different roles and ranks in the NZDF (e.g. G-List Officer, Infantry, Gunner, Intelligence etc)?; I'm also hoping to get a breakdown across the above questions for each branch (army/navy/Airforce) of the NZDF. I would also be interested in the documentation of the activity that recruiters do, regardless of whether religion is a specific feature of recruitment ie. if there is internal material on recruitment strategy or guides, documentation about events held and the locations of these events, that would be great.

Relevant religious data is at Enclosure 1. Where privacy is a concern, the percentage is recorded as <0.5%. This is in accordance with section 9(2)(a) of the OIA. Your request for religious denominations to be provided by trade and rank, has instead been provided by branch and rank groups. This is also in accordance with section 9(2)(a) of the OIA, for the reasons explained above.

Enclosures 2 through to 6 contain Defence Recruiting Situational Reports (SITREPS) and the position description of a Regional Recruiting Non-Commissioned Officer. Where indicated, the name of an NZDF member is withheld in accordance with section 9(2)(a) of the OIA to protect privacy. Their mobile phone number is withheld in accordance with section 9(2)(k) of the OIA to avoid the malicious or inappropriate use of staff information, such as phishing, scams or unsolicited advertising. Note, Defence Recruiting SITREPS were not produced during July 2023 – March 2024 and May 2024 – June 2024.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

AJ WOODS

Air Commodore

Chief of Staff HQNZDF

Enclosures

1. Religious data
2. Defence Recruiting Situational Report, January – March 2023
3. Defence Recruiting Situational Report, April – June 2023
4. Defence Recruiting Situational Report, April 2024
5. Defence Recruiting Situational Report, July – September 2024
6. Position Description – Regional Recruiting Non-Commissioned Officer

Table E. Religious affiliation of Royal New Zealand Navy personnel by Rank group

	Junior NCO	Senior NCO	Junior Officer	Senior Officer
Buddhism	<0.5%	<0.5%	<0.5%	0.6%
Christian	37.2%	44.4%	31.6%	53.1%
Hinduism	<0.5%	0.6%	<0.5%	<0.5%
Islam	<0.5%	<0.5%	<0.5%	<0.5%
Judaism	<0.5%	<0.5%	<0.5%	<0.5%
No Religion	54.3%	44.4%	60.9%	37.1%
Not Declared	<0.5%	5.9%	2.8%	7.7%
Other	7.1%	4.1%	3.9%	0.9%
Sikh	<0.5%	<0.5%	<0.5%	<0.5%
Total	100.0%	100.0%	100.0%	100.0%

Table F. Religious affiliation of New Zealand Army personnel by Branch

	Senior Officer	Officer Cadets	Combat	Combat Support	Combat Service Support	Specialist	Total
Buddhism	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%
Christian	80.0%	33.3%	41.6%	34.8%	40.8%	43.8%	39.6%
Hinduism	<0.5%	<0.5%	<0.5%	<0.5%	0.7%	0.8%	<0.5%
Islam	<0.5%	2.1%	0.5%	0.5%	<0.5%	<0.5%	<0.5%
Judaism	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%
No Religion	15.6%	62.5%	49.0%	57.2%	49.7%	49.6%	51.7%
Not Declared	4.4%	<0.5%	1.9%	3.0%	2.8%	2.5%	2.5%
Other	<0.5%	2.1%	6.2%	3.5%	4.9%	3.3%	4.8%
Sikh	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%

Table G. Religious affiliation for NZ Army personnel by Rank Group

	Junior NCO	Senior NCO	Junior Officer	Senior Officer
Buddhism	<0.5%	<0.5%	<0.5%	<0.5%
Christian	33.8%	48.6%	34.7%	60.9%
Hinduism	0.7%	<0.5%	<0.5%	<0.5%
Islam	0.5%	<0.5%	<0.5%	<0.5%
Judaism	<0.5%	<0.5%	<0.5%	<0.5%
No Religion	57.0%	42.1%	57.5%	33.2%
Not Declared	1.4%	5.0%	2.0%	4.3%
Other	5.8%	3.7%	4.7%	1.5%
Sikh	<0.5%	<0.5%	<0.5%	<0.5%
Grand Total	100.0%	100.0%	100.0%	100.0%

Table H. Religious affiliation for Royal New Zealand Air Force personnel by Branch

	Logistics	Operational Support	Operational	Total
Buddhism	<0.5%	<0.5%	<0.5%	0.5%
Christian	39.2%	40.8%	39.6%	39.8%
Hinduism	<0.5%	0.6%	<0.5%	0.5%
Islam	<0.5%	<0.5%	<0.5%	0.5%
Judaism	<0.5%	<0.5%	<0.5%	0.5%
No Religion	52.4	50.5	54.4	51.5
Not Declared	3.9	3.4	3.8	3.0
Other	3.0	3.7	1.5	4.3
Sikh	0.5%	<0.5%	<0.5%	0.5%

Table I. Religious affiliation for Royal New Zealand Air Force personnel by Rank Group

	Junior NCO	Senior NCO	Junior Officer	Senior Officer
Buddhism	<0.5%	<0.5%	<0.5%	<0.5%
Christian	31.7%	45.5%	34.4%	56.2%
Hinduism	<0.5%	<0.5%	0.8%	<0.5%
Islam	0.5%	<0.5%	0.6%	<0.5%
Judaism	<0.5%	<0.5%	<0.5%	<0.5%
No Religion	61.3%	45.5%	56.7%	35.7%
Not Declared	1.3%	6.2%	4.2%	5.5%
Other	4.1%	2.4%	1.9%	1.4%
Sikh	<0.5%	<0.5%	0.8%	0.6%
Grand Total	100.0%	100.0%	100.0%	100.0%

Table J. List of stated Religious affiliations and the corresponding category they were grouped in.

Agnostic	No Religion
Anglican	Christian
Apostolic	Christian
Assembly Of God	Christian
Atheist	No Religion
Bahai Faith	Other
Baptist	Christian
Brethren	Christian
Buddhist	Buddhism
Cch Of Latter Day Saints	Other
Christian	Christian
Christian Scientist	Christian
Church Of Christ	Christian
Church Of England	Christian
Church Of Scotland	Christian
Church Of Tonga	Christian
Congregational	Christian
Elim Church Of Nz	Christian
Greek Orthodox	Christian
Hindu	Hinduism
Islamic	Islam
Jediism	Other
Jehovah's Witness	Other
Jewish	Judaism
Lutheran Protestant	Christian
Lutheran Revival	Christian
Methodist	Christian
No Religion	No Religion
Non Christian	No Religion
Non Defined Christian	Christian
Not Declared	Not Declared
Other	Other
Pacific Island Church	Christian
Pentecostal	Christian
Plymouth Brethren	Christian

Presbyterian	Christian
Quaker	Christian
Rastafarian	Other
Ratana	Christian
Reformed Church	Christian
Roman Catholic	Christian
Salvation Army	Christian
Seventh Day Adventist	Christian
Shi'a Muslim	Islam
Sikhs	Sikh
Sunni Muslim	Islam
Unitarian	Other
Vedanta	Hinduism
Zen Buddhism	Buddhism
Zoroastrianism	Other

Q3 RECRUITING OPERATIONS
DEFENCE RECRUITMENT ANALYSIS

Defence Recruiting (DR) is a data-driven organisation. To improve the retention of applicants in the recruiting pipeline, performance across two main areas, attraction and attrition, has been analysed. This SITREP discusses findings for each area, as well as future operations

ATTRACTION

Recruiting Trends

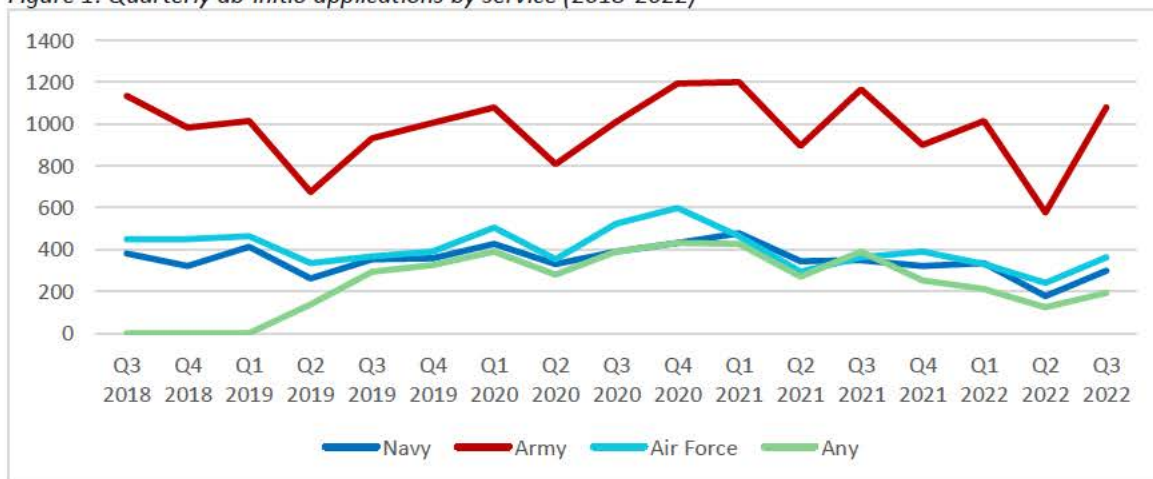
Figure 1 shows trends over the last four years. In Q3 2022, 1,929 applications were received during Q3. This represents a 73% increase in the previous quarter but a 15% decline in Q3 when compared to FY 20/21.

Q3 saw significant increases in the number of ab-initio applicants. The growth in applications over the quarter was the second-greatest quarterly increase DR has ever had, either by percentage change or absolute change, with an impressive 73% increase in applications. It should be noted that Q2 2022 had the fewest quarterly applications in the last ten years, so the large growth in applications should be considered more a rebound to acceptable numbers rather than unambiguous growth. Nevertheless, this growth still exceeds expectations and is a promising sign for the coming year.



11 young women students from across the Motu attended the Ruby Tui speaking event on-board HMNZS Aotearoa at Devonport Naval Base

Figure 1: Quarterly ab-initio applications by service (2018-2022)



Socioeconomic factors impacting attraction

The pool of candidates has shrunk due to external factors, but remains sufficiently large that targets could be met if attrition was reduced in the recruiting pipeline. The reasons for a small pool are:

- A low unemployment rate. New Zealand’s unemployment rate has had a steady year-on-year decline over the last 10 years. Knapp et al (2018) show a 1% decrease in unemployment correlates with a 3% decline in enlistment.
- NZDF’s weakening value proposition to candidates. Since 2012 the level of military pay growth has been outstripped by the private sector weakening the attraction of the NZDF to candidates.

Until there are changing socioeconomic factors, DR must work to keep as many applicants in the pipeline as possible. To this end, DR is working hard to improve attraction to high value 16-24 year olds and reduce the attrition of candidates in the pipeline.

Marketing events

DR has increased its attendance at marketing events. In the last quarter, DR attended 196 events, which is significantly higher than the year prior when Covid-19 related cancellations meant DR only attended 54 events. DR has developed a **Lead capture tool** to allow it to create URLs and QR codes to capture leads and measure the efficacy of events to generate candidates (will measure ROI end to end).

Codewords Campaign

To increase the number of applicants coming into the recruiting pipeline *Codewords* was developed in conjunction with the advertising agency Clemender BBDO to increase brand awareness and change perceptions of the NZDF amongst 16-24-year-olds. On 1 Mar 2023, IPSOS provided DR comprehensive analysis of the Codewords campaign. Key findings from the campaign are:

- The Codewords campaign has had a positive impact on how the NZDF is perceived by those who have seen it.
- Building awareness of the campaign amongst the target audience will continue to have an overall positive impact.
- Continued spending on the campaign will allow more time in the market and bring about a greater change in the target audience.
- The campaign has been cost effective as it did not use television advertising which is not used by the target audience.



ATTRITION

Attrition is the loss of applicants from the pipeline. Most applicants (83%) are lost at the application stage, but losses at any stage affect the number that comes through to attestation. To reduce attrition, DR has introduced initiatives that engage the candidates better and speed up processes. Three recently released improvements are:

- **Career coaching** where a uniformed recruiter follows and assists a candidate through their application journey.
- **SHL integration with PCMS** where the Aptitude tests are automatically entered against the candidate leading to faster processing and less likelihood of error.
- **'More People Faster'** which has been promulgated by DR across key stakeholders with recommendations where Single Services can make impactful change that will directly benefit DR's ability to deliver on target.

FUTURE OPERATIONS

Recruiting Operations is working hard to meet targets over the next quarter. As of 23 Mar 23, 750 candidates are active in the pipeline comprising:

- Army 404
- Navy 139
- Air 208

Educational Minimum Entry Requirements (MERs) A review of 128 MERs in Employment Profiles from each service found:

- 30% are, or will become obsolete,
- 48% have incorrect links to MERs,
- 31% had missing information,
- 15% had incorrect information, and
- 5% had different information in more than one location.

The impact of the state of MERs impacts the efficiency of DR, but more importantly, incorrect MERs may mean trades may miss out on suitably qualified candidates. DR is working with the Single Services to resolve issues with MERs IOT improve selection for trades and widen the candidate pool.

DR Work Register DR continues to look at ways to improve business. To better manage projects, DR has introduced enhanced internal governance processes which is administered through a digital work register. This affords greater visibility and transparency but also approval processes and enhanced monitoring to ensure impactful outcomes.

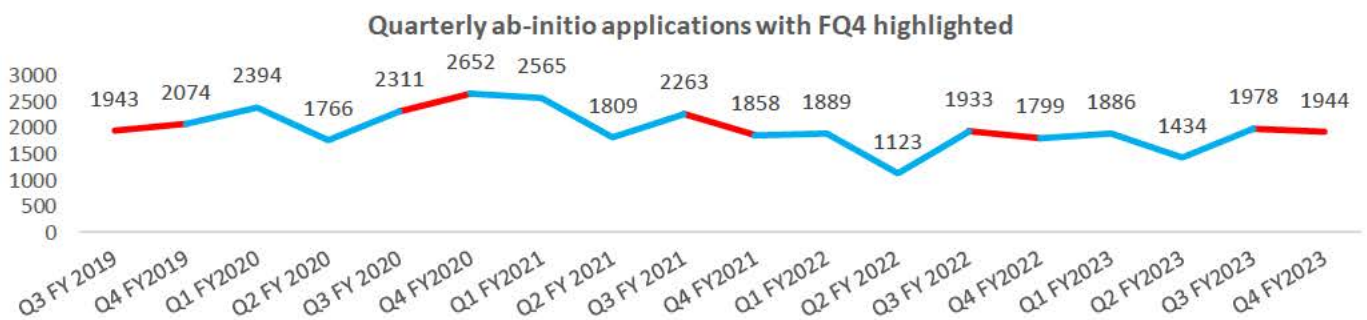
Q4 RECRUITING OPERATIONS

DEFENCE RECRUITMENT ANALYSIS

Defence Recruiting (DR) is a data-driven organisation. To improve the retention of applicants in the recruiting pipeline, performance across two main areas, attraction and attrition, continues to be analysed. This SITREP discusses findings for each area, as well as future operations.

ATTRACTION

Recruiting Trends



As of 27 June, there were 1944 ab-initio applications representing the second best **FQ4** performance in the last 7 years (2017-2023) – only 2020 had a stronger performance. Note 2020 was an anomalous year, with significant applications driven by COVID-19.

Thus far, for **FY2023**, DR has exceeded **FY2022** applications by 7.1% (7220 and 6744, respectively), indicating that recent DR initiatives have had an impact in returning the organisation to a period of application stability after the turbulent COVID-19 years.

Codewords Campaign

IPSOS's most recent report on the Codewords campaign found that the target audience's awareness of Codewords had significantly increased, and this has played a role in mitigating a downward trend in the perception of the NZDF as a potential employer.

Codewords also won two awards at the NZ Beacon Awards: silvers in the Social Marketing/Public Service and Best Use of Insight categories. Social Marketing/Public Service recognises uses of media that have succeeded in meeting the objectives of government or publicly-funded bodies. Best Use of Insight recognises how the use of insight, analytics or market intelligence has resulted in media campaign and business success.

ATTRITION

DR continues to focus on reducing the loss of applicants from the pipeline. The Initial Health Check (IHC) Phase I initiative sought to reduce the percentage of candidates automatically declined due to medical conditions. Often candidates would be failed not because they were medically unfit but because there were areas in the health check that led candidates to confess to medical conditions they did not have, meaning candidates were either auto-declined or were asked to pay for an expensive medical appointment. Changes the IHC include:

- Health check questions updated and rewritten to improve clarity and align with current medical requirements.
- Red-flag (auto-decline) questions to medical standards realigned to reduce the questions that trigger an auto-declined response from 17 to 7.
- The free-text field for most questions expanded so that candidates can add additional details of their condition to allow the medical team to medically clear specific candidates without sending them to a doctor.



13-17 Jun SRR hosted the A109 and crew at seven lucky schools in Marlborough and Canterbury. Here the A109 takes off from Rolleston College. The engagement was well received and created leads.

More time is needed to establish the precise impact of the IHC changes on candidate attrition. However, the reduction of the red-flag questions has immediately resulted in an additional 180 candidates *not* being arbitrarily declined (as of 26 Jun), a rate of 2.1 candidates a day.

TARGETS

DR initiatives have improved attraction and reduced pipeline attrition, improving DR's ability to get closer to meeting targets. During **FQ4**, there have been four intakes; three Reserve and one Regular (Air Force R2/23). DR met 80% of the R2/23 target, with 45 of the targeted 56 attesting. DR Operations is resolving this issue by analysing the efficacy of different events to attract and retain candidates. Analysis has confirmed the following:

- The Recruiting Ambassador Programme is a key enabler for recruiting events.
- Provision of trade targets at least 12 months before course intakes improves the efficacy of events in meeting targets,
- Activities in order of impact on the candidate pipeline, from highest to lowest, are:
 1. National Careers Expos
 2. Port visits (for Navy)
 3. Defence Experience Day (DED)
 4. Defence Careers Experience DCE)
 5. Base visits
 6. Other activities, such as school visits and Air Shows

Based on this analysis, DR is prioritising its resources and requesting support from the Single Services to support the top five events. DR Operations has developed an 18-month Master Activity Scheduler (MAS) to align events and activities to intakes. The MAS is being promulgated to the Single Services to synchronise events to intake dates, improve collaboration and ultimately increase the number of recruits on each course. The first minute requesting support has been sent to the Navy, with the other services to follow shortly.

FUTURE OPERATIONS

Spec Officer Recruitment Recruiting Operations is endeavouring to ensure recruiting processes comply with legislation and best practice. Therefore trade interviews need to be trackable, and trade checks on MERs and experience sent to trades no longer include extraneous information, including contact details. This approach does not exclude the trade from the selection process but ensures they are only involved when they should be to ensure a fair process.

Single Service support DR is enjoying strong support from the Single Services to help meet recruiting targets.

DR SITREP APRIL 2024

Building Momentum: Recruitment Success and Ongoing Improvement

This SITREP highlights Defence Recruiting's (DR) achievements over the past 12 months. These successes have been driven by the DR Action Plan and DDR Planning Direction Minute 13/2022. These accomplishments demonstrate DR's dedication to optimising the recruitment process and attracting high-calibre talent for the NZDF.

Past 12 Months

The start of the 2024 calendar year has enabled DR to measure significant improvements achieved over a 12-month period. These include:

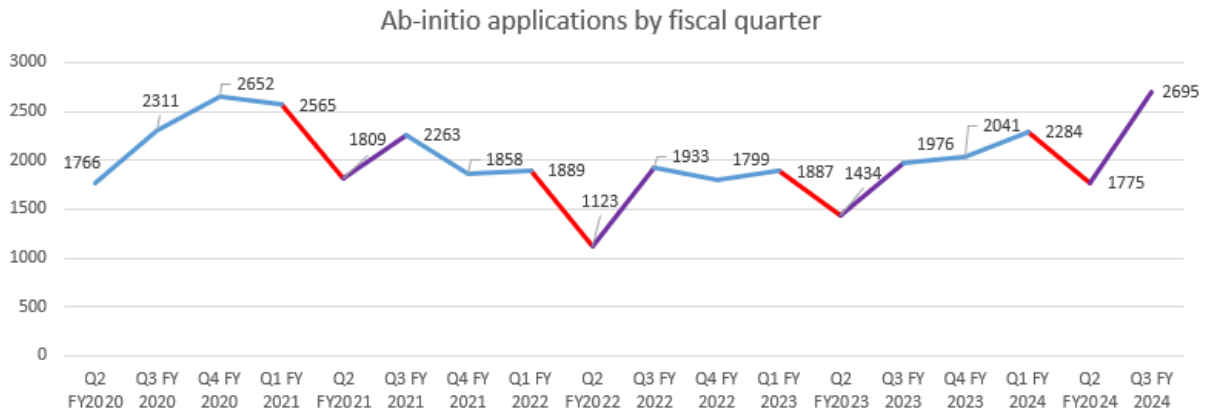
- **Increasing the Prospect Pool:** Prospect account creation has increased by 3,000, widening the pool of potential candidates we can engage with.
- **Expanded Candidate Pool:** We have grown our candidate pool by 600 qualified applicants which, over time, will increase our selection pool and create competition for positions.
- **Faster Time to Hire:** Streamlining the application process has reduced time to hire by 70 days, enabling quicker candidate progression to selection and a better candidate experience.
- **Upward Trending Attestations:** We have increased the number of attestations by over 100, and attested more people YTD than at the same stage last year. Forecasting suggests DR is on track to achieve over 1,000 attestations in a single year (projected for 2025¹) – exceeding previous annual records by a significant margin.
- **Projected Early Fulfilment on Demand Signal:** We have successfully reduced our projected timeframe to deliver on the demand signal (up to 1500 required attestations) by three years.
- **Award-Winning Campaign:** Based on volume of traffic generated to the Defence Careers website, the Codewords campaign has been the most successful NZDF recruitment campaign in several years. It continues to garner recognition in advertising and media circles, including silver medals in the Social Marketing and Best Strategic Thinking categories of the 2023 Pressie awards, and Silver in two Social Marketing categories at the Effie Awards.

Past Six Months (Oct 23 – Mar 24)

Ab Initio Applications. As illustrated in the chart below, ab initio applications have seen a substantial increase by quarter against previous years. Q3 (Jan – Mar 24)

¹ Subject to resourcing and funding

was the best Q3 performance since 2016, with a 35% increase compared to the same quarter last year. The preceding quarter (Oct – Dec 23) also saw impressive growth with 24% more applications than the previous year, and a remarkable 58% increase compared to Q2 of FY 21/22. The results of these increases will be felt in the summer intakes of CY 25.



This chart highlights Q2 ab initio applications since 2020 as a red line, and Q3 ab initio applications with a purple line.

Optimising the Recruitment Process. The following optimisation projects have been launched since October 23:

- **Simplified Entry Requirements:** Following consultations with the IWPWG, NZDC, and Service Representatives, revised academic Minimum Entry Requirements (MERs) for select trades were approved by CDF in December 2023. This policy update (DFO(T) 36/2023) simplifies the application process for qualified candidates and will be published in DFO 3, Chapter 6 on 03 May 24. All website, SOP, and manual updates are complete.
- **Proctored Aptitude Tests:** Implemented in December 2023, SHL aptitude test proctoring ensures test integrity for both remote and in-person assessments. This change also allows for a reduced stand-down period (three months vs. six months) and a third test for candidates after a year. This promotes fairness and equity while potentially expanding the pool of qualified applicants without compromising quality.
- **Enhancing Salesforce:** To enhance DR's Salesforce capabilities and address a backlog of critical tech projects, a temporary Salesforce Engineer was contracted in February. Their strategic impact has been immediate as they have tackled a range of tech projects and tasks, many of which had stalled for over 18 months due to a lack of in-house expertise. Tasks completed thus far include:
 - clearing over 80 items from the DR continuous improvement log,
 - undertaking essential data cleansing, and
 - reviewing and improving the architecture of our Salesforce tech stack.
- **Streamlined Provider Management:** A new Provider Management tool within the Salesforce candidate management system streamlines communication with key recruitment partners. In addition to improved communication, the tool will enhance data collection and analysis capabilities.

- **Force Fit Review:** The first comprehensive review of Force Fit in five years was conducted, ensuring compliance with health & safety regulations while effectively retaining candidates and preparing them for service fitness requirements.
- **DocuSign Integration:** Further enhancing Force Fit processes, DocuSign was introduced for vendor contract management. Building upon the provider management project, this enables efficient and secure handling of vendor agreements and will be expanded to other use cases in the near future.
- **Regional Audits:** In March 2024, the revitalised QATO role facilitated the first complete regional audits in several years. These audits identified strengths and opportunities for improvement across DR regions, which will inform future projects.
- **Marketing Automation Launched:** DR's first Salesforce Marketing Cloud journey was launched in February. This automates support emails for applicants who begin but don't complete their online applications. This tool promises further expansion into personalised marketing and communication initiatives throughout 2024.

What's in the Works and What Does It Mean?

This section delves into the exciting projects currently underway at DR. These initiatives focus on streamlining processes, leveraging technology, and prioritising the candidate experience and are delivered under the DR Action Plan. By implementing these innovative approaches, DR is solidifying its commitment to continuous improvement and ensuring a strong talent pipeline for the Defence Force. Here's a closer look at what's in the works and what it means for DR's future success:

Streamlining Policies and Procedures:

- **Consolidated Recruiting Policy:** The first iteration of a single, comprehensive recruiting policy document has been approved for publication. It will be published as an update to DFO3, Part 6, Chapter 1 (Military Recruitment and Selection) and will be the prime reference for all business related to NZDF Recruitment. The indicative date for publication is 03 May 24.
- **Tier Three MERs (Minimum Entry Requirements):** Education MERs for trades with NCEA L3 or higher requirements have been reviewed and will be published in DFO 3 Chapter 6 in August 24. This will see education MERS for all trades contained in DFO 3. References to education MERS in other documents will be removed to have one single source of truth for education entry requirements for each trade.
- **MER Review Framework (MERARC):** A framework is under development to ensure MERS remain relevant through regular reviews. The review process will also ensure MERS as listed in DFO 3 are up to date.

Enhancing Quality and Consistency:

- **QATO Refresh:** The Plans Cell is revamping the QA function to establish a robust framework for continuous improvement, promoting consistency and efficiency across DR recruiting teams.

Leveraging Technology for Efficiency:

- **Digitisation and DocuSign Integration:** DR is migrating key application documents to paperless DocuSign documents that integrate with the Salesforce candidate management system (including the provider management tool). This will improve the candidate experience, as well as processing time and document management.
- **Omnichannel Telephony System Integration:** A Salesforce-integrated omnichannel contact system is approved for implementation. Initially, it will enable the 0800 team to manage calls within Salesforce, leading to more efficient call handling with the expectation of expanding use and functionality in the near future.

Improving Candidate Experience:

- **RealMe Integration:** This project will simplify the initial application process by allowing candidates to securely pre-populate their information using existing RealMe verification.
- **NZQA Integration:** Automatic retrieval of academic records directly from NZQA into candidate profiles will eliminate delays caused by manual submissions.
- **NHI Integration (faster processing, better experience):** Integration with the National Health Index will expedite the application process and enhance the candidate experience by automatically retrieving relevant information and reducing inefficiencies caused by self-reporting medical backgrounds.

Targeted Talent Acquisition and Engagement:

- **Customer Data Platform (CDP) Development:** DR is building a CDP or its own Talent Marketplace using Salesforce Data Cloud. This will significantly improve DR's ability to target and engage talent with personalised and automated communication across various channels. The CDP will also integrate with key talent sources for direct engagement with high-value leads. This will result in better absorption of supply and demand fluctuations, better ability to predict performance and model do-ability, and will increase success rates.

Investing in Medical Provider Training:

- **Medical Provider Onboarding:** DR is partnering with a training provider to develop online learning modules for medical providers conducting candidate examinations. These modules will cover medical standards, administrative processes, and other essential information. It will ensure candidates receive a

consistent medical experience regardless of location and which medical provider they use.

Marketing Automation for Targeted Support:

- **Marketing Cloud Expansion:** Marketing Cloud will be used for new journeys in the coming months including:
 - **Aptitude Test Nurturing Journey:** This program will help candidates prepare for the aptitude test and re-engage those who weren't successful on their first attempt. It will increase test pass rates and re-test engagement, ultimately widening and diversifying the candidate pool.
 - **Welcome Journey for New Prospects:** This journey will guide new prospect accounts through key milestones in the application process.

Marketing automation will supplement, not replace, human interaction from the recruiting team by providing information to a vast pool of potential candidates.

Engaging and Retaining Candidates:

- **Virtual Retention Project:** A range of webinars will target candidates to keep them engaged in their application journey through motivating content that also delivers information and tools to support their success at basic training and beyond.

Expanding Recruitment Outreach:

- **RAP+ Project:** Building upon the existing Recruiting Ambassador Programme (RAP), RAP+ offers more in-depth learning content about recruitment, including critical entry requirements and intake-specific information. It's designed for personnel who regularly interact with DR's target demographic.

Conclusion

DR's commitment to continuous improvement through these initiatives ensures a strong and sustainable recruitment pipeline for the Defence Force. By streamlining processes, leveraging technology, and prioritising the candidate experience, DR is well-positioned to attract and retain the top talent the Defence Force needs to fulfil its mission.

Further Information

Contact Deputy Director Recruiting Plans, s. 9(2)(a)

Mob: s. 9(2)(k)

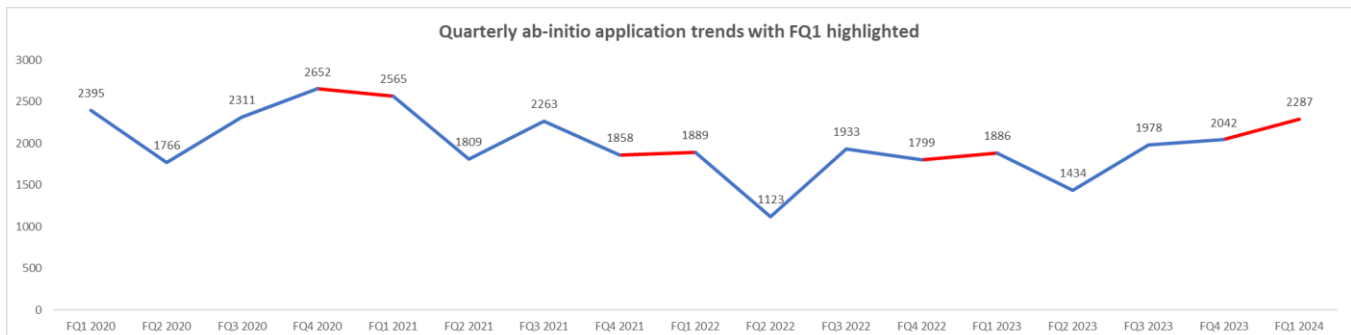
Q1 RECRUITING OPERATIONS



Defence Recruiting’s Hui included the launch of its new vans. Here attendees stand in front of two of them. Expect to see them at an event near you.

DEFENCE RECRUITMENT ANALYSIS

This SITREP looks at recruiting trends as well as DR activities over the last quarter.



Insights

This quarter saw a continued strong performance in the attraction space, with 2287 total candidates applying, a 12% increase from last quarter, and a 21% increase from FQ1 2023.

Since FQ1 2017, this has been the third strongest FQ1 in terms of applications, behind FQ1 2020, and FQ1 2021 (Note that FQ1 2021 was during the COVID pandemic which saw surges of applications).

Officer selection boards are underway for October; at this stage there are more candidates and a higher conversion rate than the July boards.

ACTIVITIES OVER THE LAST QUARTER

DR conducted a large number of activities this quarter. Activities are driven by the DR Action Plan and the DDR Planning Direction Minute 13/2022 which remains extant. Some key activities are outlined below:

Hui The Hui is an annual opportunity for all three regions and HQ to korero, calibrate, celebrate success and understand the why, what and how we do our business, have a say on issues and continue our journey of continuous improvement. We also celebrated many civilian members on their five-year and 15-year commitments to the NZDF.

Vans DR has introduced three new VW Crafters into service. These vans are a vast improvement from the old recruiting bus. They are a recruiting multiplier acting as moving billboards, getting people and collateral to and from events, as well as having a place where candidates can do SHL tests and even medical assessments. We are only just beginning to explore the possibilities.

Research into a broader target audience for recruitment DR is working with IPSOS to explore what value propositions might reduce barriers to entry into the NZDF by 25-35-year-olds. The research has involved a quantitative analysis of 700 people and a qualitative analysis of six focus groups in that age group. Findings from the focus groups are now going to be used for a final piece of quantitative analysis.

Defence Recruiting Action Plan (key activities on action plan in quarter)

SHL proctoring, MER (Education) changes, SHL stand down reduction and new Navy swim and fitness MERs will all roll out on 04 Dec 23.

SHL proctoring Defence Psychology directed DR to introduce proctoring to ensure the integrity of the recruiting aptitude tests (SHL) which is a dependency for the MER (Education) changes and SHL stand down reduction. The addition of proctoring is a large body of work requiring changes to processes and tools, the purchase of IT (14 laptops have been purchased so far) and providing information to applicants. Originally planned to occur at the end of October.

MER (Education) changes These changes will roll out on 4 Dec. Draft amendments to the Careers website, DFOs, DFIs, SOPs and manuals have been completed.

SHL stand down reduction SHL proctoring allows the SHL stand down to be reduced from six months to three months. Additionally, there will be an allowance for a third test for certain candidates after a year stand down.

Engage with MBIE for appropriate visa Changes by Immigration New Zealand on 09OCT23 to the Skilled Migrant Category Visa (SMCV) requirements have forced Lateral Recruiting to cease processing applicants without either New Zealand Permanent Residency or New Zealand Citizenship. To be eligible for an SMCV, the applicant must meet one of the three following criteria: be employed in either a job requiring either six years of training to gain an NZ Occupational Registration, or a Doctoral Degree, or an income over \$173,511 p.a. As the only eligible role in the NZDF is a Medical Officer, the CPO is committed to working with MBIE to find a solution.

QATO refresh The reinvigoration of the QATO role has seen the first complete audit in several years. The audit findings have provided observations to allow DRHQ to have an objective view of the regions and identify strengths as well as areas for improvement. The two other regions will also be audited in due course.

Standing Orders The first draft of DR Standing Orders has been completed.

Initial Health Checks Candidates identified with a health condition following the Initial Health Check (IHC) must have additional checks when they get their medical record. It was found that 14% of candidates leave the pipeline due to IHC failures, but approximately 6% leave due to cost time and effort associated with providing medical documents; anything that reduces attrition will have a noticeable impact on attrition. Candidates go to medical practitioners and do not get complete answers and are therefore sent back to seek more information, which is both timely and costly. Templates with tailored responses have been developed to improve this process by extracting the correct information from medical practitioners.

Projects/CI Log DR staff have many great ideas that may improve DR. With limited resources, DR must prioritise to ensure control over work and also consider ROI and impact on the whole system. DR now has meetings to determine and track improvements – fortnightly for the CI Log (quick wins) and monthly for projects which require resources or may impact how DR does business. The result of this is DR is doing fewer projects, but is completing more.

18-month planning cycle DR Operations has promulgated its 18-month master schedule to the single services to help synchronise events to increase DR's ability to meet recruiting targets.

Automation/Integration - NHI/Medical Medical Practitioner onboarding DR has begun a project to improve the onboarding experience for Medical Practitioners to ensure they comply with NZDF and legal requirements when conducting examinations of candidates. It is also the start of the process which will ultimately lead to medical practitioners using the Salesforce portal for medical records to reduce the need for hard copies of medical documents, thereby reducing friction in the pipeline.

NEW ZEALAND DEFENCE FORCE

Position Description

Position	Regional Recruiting NCO
Paraline	
Unit	Recruiting Operations Team, Defence Recruiting Organisation
Location	Nationally based
Reports to	Regional Recruiting Officer
Direct reports	0
Grade	SGT (E)
Security clearance	SV
Date Completed	April 2013

About the New Zealand Defence Force

The New Zealand Defence Force is charged with the defence of the nation, the security of its interests, and the protection of its fundamental values and institutions. New Zealand has a reputation as a good international citizen, and the NZDF is often responsible for maintaining and enhancing this status throughout the world. The NZDF's vision is: ***"Three Services as one Force, being the best in everything we do"***. This vision stresses that all members of the NZDF - military and civilian - must give of their best. By being "three Services as one Force" we are more agile, efficient and effective. Our combined strength enables us to be the modern defence force that New Zealand requires.

Unit Purpose

Defence Recruiting Organisation Objective:

To define, develop and deliver marketing and sourcing strategies that enable the attraction and retention of the best candidates for the services roles.

Recruitment Operations Team Objective:-

To attract, assess, induct and effectively manage candidates through each stage of the recruitment process in order to select the best candidates for the services roles.

Position Purpose

This role is accountable for attracting, assessing, selecting, recruiting and inducting the best quality candidates for the services roles to achieve the regional recruiting targets across the NZDF. This role is accountable for attraction and basic assessment for all the single services, and makes single service selection recommendations.

Key Activities

Major Area of Work	Deliverables/Outcomes
Targets	<ul style="list-style-type: none"> Achievement of the regional recruiting target
Attraction Events	<ul style="list-style-type: none"> Attend formal and informal attraction events, share personal experiences, market the NZDF vision, culture and values, and motivate prospective candidates in order to maximise the best quality candidate applications Engage with local communities, schools and other institutions to generate interest and support in the Defence Force and maximise applications Present the NZDF as a professional organisation that offers a strong employment brand with role model behaviours
Assessment and Selection	<ul style="list-style-type: none"> Conduct Tri Service assessment activities in line with standard assessment procedures Assess candidates using the standard assessment measures to ensure high quality candidates progress and consistency is maintained Provide Single Service selection recommendations for candidate offers or for candidates to attend appropriate selection boards
Induction	<ul style="list-style-type: none"> Conduct successful candidate inductions
Applicant Tracking	<ul style="list-style-type: none"> The Candidate Management System is kept up to date at all times with candidates assessment scores, reports and progress, and by liaising with the Candidate Coordinators
Collaboration with the wider NZDF community	<ul style="list-style-type: none"> The wider NZDF communities are worked with collaboratively at attraction and recruitment events to optimise the candidate experience and maximise applications
Continuous Improvement	<ul style="list-style-type: none"> Ongoing training is undertaken to ensure Recruiter consistency in candidate selection The Recruiting Operations Team are provided with recommendations for policy, process and procedure changes to drive continuous improvement
Personal Contribution	<ul style="list-style-type: none"> Contributes to the overall success of NZDF by taking on additional responsibilities and other duties as required.

Financial Delegations

Operation spending within approved budget and NZDF guidelines

Decision Making Authority

Key decisions able to be made within your delegated authorities:

Authority to act and delegate as defined in the NZDF delegations framework

Key Working Relationships:

Internal	<ul style="list-style-type: none"> • All recruiting staff • Candidate Coordinators • Recruiting Operations Team • NZDF Display Unit • DRO • Single Services • Defence Psychologists • DSyD
External	<ul style="list-style-type: none"> • Prospective Candidates and their family / influencers • Local communities, schools, tertiary and professional institutions • The general public

Personal Specifications

To succeed in the position you must have the following:

Knowledge and Skills	<ul style="list-style-type: none"> • Understand and be able to articulate all Single Services vision, mission, ethos and values • Be able to relate to the target audience • Excellent organisation and timekeeping • Ability to articulate experiences and motivate prospects • Excellent communication skills and the ability to extract important information through oral and written communications • Good presentation skills • Ability to make assessments of candidate suitability against specific measurement criteria • Ability to be objective, make sound decisions and be able to justify decisions using facts • Good judgement • Ability to provide feedback in a positive and constructive manner • Ability to follow processes and procedures and provide constructive feedback • Ability to work collaboratively as part of a larger team • Ability to demonstrate initiative and innovation • Adaptable to change
Experience Level	<ul style="list-style-type: none"> • Experience in NZDF • Experience of attraction, recruitment and selection
Qualifications and Courses	<ul style="list-style-type: none"> • n/a

Specific Job Requirements	<ul style="list-style-type: none">• Must be prepared to travel with overnight stays• NZ Driving licence• Preferable for successful applicants to re-locate to the region of the recruiting office posted to. This due to the nature of the recruiting role with respect to non routine working hours, travel and weekend duties.
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Success Factors

Building the Team - *Empowers team members, holds them to account and provides direction and resources*

- Encourages the team to pursue and achieve team goals with energy and drive
- Works with and helps team members to understand the contribution of others in the team
- Always encourages full participation in discussions
- Provides all possible resources and the delegated authority to succeed and helps to overcome obstacles to unit achievement
- Provides the opportunity for individuals to decide for themselves how best to achieve their work outputs, monitors team workloads and shows appreciation for extra effort
- Holds team members to account for their performance, work outputs, actions and behaviours
- Uses diversity to maximise team effectiveness by recognising individual's strengths

Conflict Resolution - *Takes responsibility for resolving conflict quickly*

- Faces conflict quickly and squarely, without avoiding responsibility
- Finds common ground and settles disputes equitably within their area
- Deals proactively with interpersonal or personal matters that could affect individual or team performance
- Encourages direct and tough debate but isn't afraid to end it and move on
- Seeks advice from and raises issues or concerns with command chain

Decision-making - *Makes timely, well reasoned decisions*

- Implements decisions within a reasonable time frame
- Applies experience of previous situations for future decision-making
- Gains commitment by building common ground and highlighting areas of agreement
- Formulates clear decision criteria, and evaluates options by considering consequences
- Knows what information is required to verify facts and how that information can be obtained
- Compares data from a variety of sources to understand issues and draw conclusions
- Involves others in decision making where possible to obtain better information, and/or ensure acceptance

Developing Others - *Provides support and guidance for subordinates to develop and takes time to get to know and understand them*

- Identifies opportunities that challenge, stretch and encourage the development of subordinates in their development plan
- Identifies and helps to secure resources to support development
- Holds regular development discussions with subordinates and creates a supportive environment to assist development
- Debriefs subordinates experiences and mistakes to reinforce learning
- Encourages and coaches personal and professional growth of subordinates
- Proactively shares skills and knowledge and encourages questions to ensure understanding
- Demonstrates an understanding of good practice in own and team's area of responsibility

Encouraging Innovation - *Encourages ideas and innovation from others*

- Encourages innovative and creative thinking in others
- Improvises often with limited resources, to generate successful team outcomes
- Has good judgment about which innovative and creative ideas and suggestions will work and implements them without prompting
- Recognises and rewards those who offer useful innovative and creative suggestions
- Accepts that the intended outcome may be achieved through different methods

Leading Leaders with Integrity - *Builds leadership through consistency, openness and respect*

- Leads others by modelling NZDF core values even in the face of pressure, disappointments or setbacks
- Rewards behaviour that supports the core values and addresses behaviour that does not
- Through consistent action and communications develops confidence in leadership
- Fosters a climate of openness, respect and trust in the team and/or organisation
- Uses rank as a last means of influencing others
- Presents the truth in an appropriate and supportive manner
- Is responsive to Māori and other cultures by appropriately honouring their customs and protocols in the workplace

Maintaining Discipline Standards - *Maintains discipline in others*

- Commends positive behaviour
- Deals with problem subordinates firmly and in a timely manner and makes tough decisions when all other efforts fail
- Keeps superiors informed on disciplinary matters
- Applies formal disciplinary procedures when required
- Is alert to and deals quickly with harassment, discrimination and bullying in an appropriate manner
- Builds a safe, healthy, respectful work environment
- Creates an inclusive work environment that values diversity

Meeting Expectations - *Is dedicated to meeting the needs and expectations of those outside of the unit but within the NZDF*

- Identifies key relationships that should be initiated, maintained or improved to further the achievements of unit goals
- Works to build good relationships
- Manages expectations of those outside the unit by avoiding unreasonable commitments
- Actively seeks to understand the needs and perceptions of others outside of the unit
- Monitors and addresses stakeholder concerns
- Maintains good relationships and mutual respect with colleagues, appreciating their contribution to NZDF outcomes

Motivating and Inspiring Others - *Manages others in a way that motivates and inspires*

- Creates a trusting environment in which others want to do their best
- Makes each subordinate feel that their work is important
- Communicates in an optimistic, inspiring way, talking about possibilities with a "we can do it" attitude towards meeting NZDF's required outcomes
- Provides support and guidance without removing responsibility from others and taking over assignments

Planning and Organising - *Plans and organises own and unit's time and resources and helps others to manage work to achieve results*

- Prioritises, plans and manages the unit's time and resources to ensure that tasks are completed efficiently and on time
- Clearly and appropriately delegates both routine and important tasks and decisions
- Seeks and utilises the knowledge of team members when planning and conducting tasks
- Integrates unit strategy into team planning and actions
- Delegates to the most appropriate person based on time, skills, experience, and where possible, to develop abilities of subordinates

Process Improvement - *Improves practices, processes and procedures*

- Simplifies processes to identify key tasks and resources needed, milestones and deadlines to achieve objectives
- Analyses the effect and/or impact of proposed improvement and selects appropriate solutions
- Improves practices, processes and procedures sufficiently to enable others to work without constant supervision
- Understands the reasoning behind key policies, practices and procedures
- Creates and manages information to a high standard of accuracy and accountability

<p>Results Oriented - <i>Drives for results despite obstacles</i></p> <ul style="list-style-type: none"> • Knows how to get things done through formal and informal channels • Consults with and influences others to gain access to resources to meet current or future needs • Works with subordinates to set clear, challenging, achievable and meaningful performance expectations and measures • Leads the team with persistence and courage in the face of resistance to achieve outcomes • Encourages work-life balance amongst the team to promote long term effectiveness • Monitors performance of subordinates against objectives and holds them accountable, provides regular feedback and acknowledges success
<p>Working with Change - <i>Maintains team effectiveness during change</i></p> <ul style="list-style-type: none"> • Implements changes at a team level in a positive way • Shifts team priorities and adapts work plans to reflect changes • Articulates the need for and benefits of change in a positive way to the team • Is flexible, adaptable and pragmatic when facing tough calls and changes • Manages team dynamics during change to minimise the impact on business as usual

Signatures		
Supervisor's Name		
Signature		Date: ___ / ___ / 20___
Position Holder's Name		
Signature		Date: ___ / ___ / 20___